

“got milk?®” – Cult Advertising or Failed Expenditure?

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Abstract

Milk is a generic product. Marketers of milk don't have many options to repackage, change color or basic product features. In such a condition, this case explores out what a marketer did to change perceptions about milk and whether the same was done successfully. This case study traces the origin and success of the famous “got milk?” Campaign which was started by the California Milk Processor Board (CMPB) in the early 1990's to check the decline in milk consumption in California. The campaign was very successful and later on its tagline was licensed by the National Milk authorities of U.S.A to induce people to consume more milk. This case exemplifies marketing of a product without changing the three P's of Product, Place or Pricing. The case discusses details of the Integrated Marketing Communications (IMC) strategy, co-branding, celebrity advertisements etc.

Keywords: Got Milk?, Advertising Effectiveness, Co-Branding

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“What could you say about milk? It was white and came in gallons. People felt they knew all there was to know about it, so it was hard to find a strategic platform.”

- Jeff Manning¹

Kudos from Ad World, but Future Scary?

The famous got milk?® Advertisements, popularized by the California Milk Processor's Board (CMPB) was exhibited at Copia². The American Center for Wine, Food and the Arts situated in Napa Valley, California between January 21 and May 30, 2005. This was the first time any advertisement had been showcased in Copia, which is well known for its Art Exhibitions and stood proof for an advertisement going beyond being an “ad” and getting the status of art. Kudos came through other sources also as got milk?® advertisements won numerous National and International Awards and just recently the got milk?® 'Bones Campaign' was

nominated as finalists of The Kelly Awards³ 2005 (Refer Exhibit 1).

Started in 1994, by the CMPB to rejuvenate declining rate of milk consumption in California, the ad campaign was successful in crossing regional and national boundaries. Throughout this time, celebrities ranging from Bill Clinton to Muhammad Ali have been featured in the advertisements. In spite of criticisms from some factions of the society, the campaign was successful and was being compared with other long running campaigns in the world like Absolut Vodka⁴.

However, the basic objective of the campaign which was to increase national milk consumption was not being fulfilled. If the trend of per capita milk consumption in US was observed, it showed a declining trend since the early 1980's and the trend continued well into the 2000's (Refer Exhibit 2). However, the expenditure incurred nationally per person was considerably high and showed peaking tendencies during the mid 1990's (Refer Exhibit 3). Thus the very question which could be raised

was whether the got milk?[®] campaign was performing its basic objective i.e. to increase consumption of milk. There were criticisms from other sections of the society as well such as PETA and it was obvious that there were a lot of questions which were left unanswered.

Background

Back in the pre World War II era, milk was promoted by the dairies and the Government agencies as a health and nutrition drink, particularly for children. After World War II, the US Government, Schools and medical practitioners started promoting milk as an essential part of daily diet. In many schools, the students were offered a cup of milk every day. Back in 1950, people considered milk to be an important part of their daily diet. However, the “Stomach Share” of milk started to fall because of lifestyle oriented promotions by Pepsi, Coke and other soft drink manufacturers. People started taking less milk even when they stayed at home.

Competition from Substitutes

Competitors attacked milk in many dimensions. The first and foremost was in terms of packaging. Most soft drinks came in easy to open and re-sealable containers so that it is easy to drink while doing work and are easy to store. Milk used to come in cardboard boxes and was a bit messy. Moreover, milk was white in color which many found to be boring when compared to the brightly colored beverages offered by the competitors. The last problem concerning milk was its image which was essentially of a drink that one should have indoors. Besides Pepsi and Coke the new competitors that were coming up in the early 1990's were Snapple, Mountain Dew, Gatorade and Sprite. Thus the total milk consumption in the US had started to decline in

the early 1990's (Refer to Exhibit 4).

The Formation of CMPB

Most states were hit by the decreasing milk consumption. Alarmed with the decreasing consumption of milk which had fallen by 20% between 1980-1993 the California Department of Food and Agriculture established the California Milk Processor Board (CMPB) in February 1993, to take charge of marketing milk. CMPB hired Mr. Jeff Manning, (Manning) who was an advertising and marketing expert, as the executive director to revive the declining milk consumption in June 1993. Manning spent almost two decades in the advertising business handling clients like Proctor and Gamble and Bank of America. He understood that the CMPB in the earlier years had a small budget on advertisement campaigns and had no definite direction as regards to how the budget on advertisements should be spent. Besides CMPB was currently contemplating the removal of whatever advertisement campaigns they had as they were unable to compete with Coke and Pepsi with their limited budget. Manning understood the ground reality and immediately commissioned Goodby, Silverstein and Partners an advertising agency based in San Francisco to create a campaign, the sole purpose of which was to “sell more milk”.

Manning Gets to Work

Prior to CMPB, the California Milk Advisory Board (CMAB) used to run advertisements highlighting the nutritional aspects of milk. That may be one of the reasons why Manning found out that the awareness about the health benefits of milk among consumers were still there. So, he decided that the campaign needs to focus on something other than the nutritional

aspects. He commissioned a research team which conducted a series of focus group discussions with prospective consumers under the supervision of himself and Jeff Goodby (Goodby), the Cofounder and chief creative of Goodby, Silverstein & Partners (GS&P). The findings suggested that many a times consumers drank milk along with sweet and sticky food like brownies or peanut butter sandwiches highlighting the fact that milk was never consumed alone. One of the reasons behind that was to make the passage of sticky food easier. Thus milk was primarily of less interest than the food. Based on this, Goodby's team found out that people were very frustrated when they were deprived of milk while eating something which needed milk to “wash it” down. The advertising agency in its own study found out that milk was generally perceived to be high in fat content, oriented towards children and drinking it is not as fun as drinking soda (like Coke or Pepsi). Thus Manning and his team decided that the advertisement campaign should focus on changing consumer's perception regarding drinking milk, associating the consumption of milk with certain food categories and increasing the purchase frequency. All these became the foundation behind the very successful “got milk?[®]” tagline.

AARON BURR – The First Advertisement

The first got milk?[®] television advertisement, popularly known as 'Aaron Burr' was developed in 1993 by Goodby, Silverstein & Partners and was directed by Oscar nominated Director Michael Bay. The purpose of the advertisement was to create a deprivation strategy highlighting on a complementary food like peanut butter or biscuits with no milk to wash it down. The advertisement went like this: The shot opens where an American history buff is seen biting

into a big peanut butter sandwich and listening to a radio channel. The RJ says “It's time for our random call with today \$ 10,000 question: Who shot Alexander Hamilton in the famous duel?” The man looks up and as the camera pans; a room full of memorabilia from the mentioned duel inclusive of the bullet that killed Hamilton and a portrait of Aaron Burr, the person who killed Hamilton is seen. Just then the phone rings and the RJ asks the man the same question. In an attempt to answer the question the man could only utter something like “Aaaawon Buuhh” as his mouth is full of peanut butter. To be clear in his pronunciation the man reaches out for a carton of milk but finds it empty. The word “got milk?” appears on screen and thereby encourages people to store milk so that they don't have to encounter such uncomfortable situations. The success of the initial campaign was evident from the observation that by 1995, the awareness of the campaign was about 90 percent and household penetration was around 70 percent in the California region. As Manning would have liked it, the consumption of milk had increased significantly. The Aaron Burr advertisement created ripples not only among the consumers but also in the Ad World. It went on to win the Best Show Award at the 1994 Clio Awards which was considered to be the Oscars of Advertising Industry. It bagged two more CLIO⁵ awards and a gold EFFIE⁶ and featured among the top ten advertisements of all time in a poll conducted by USATODAY.com. The advertisement was later revived by the CMPB in the year 2002.

Spreading the Campaign

Manning and Goodby continued with their deprivation theme in their subsequent ad following “Aaron Burr”. 'Heaven' as it was

tilted, was aired on May 1994, and it focused on a character who was convinced that he went to heaven because he saw a lot of chocolate chip cookies and milk cartons. But later he found out that the milk cartons were empty and realized that he was in hell. The 'deprivation' theme followed in the early print ads where some brownie or cookie had been shown, half eaten and the word 'got milk?', was either on the brownie or cookie or somewhere else in the ad. One of the other popular TV spots during the same period was the "Good, Bad and Ugly".

Co-Branding Activities

Since the 'got milk?'[®] campaign had taken off, there were positive signs in the market too. For the first time in a period of ten years, milk sales in California increased to 755 million gallons in 1994 from a figure of 740 million in the year 1993. However Manning was not willing to stop there. His first step towards going out of the regional boundary was to strike up a co-branding deal with Nabisco to give them the license to use their trade mark of 'Oreo' cookies, which was one of the most popular cookies in U.S.A. Nabisco had nothing to lose and they were to get free publicity, and so after some persuasion, Nabisco agreed. The outcome was one of the first National advertisements of got milk?[®]. Known by the name 'Oreo Kane', the spot was done in black and white and was a hit.

In 1996, Manning got a call from the Brand Manager of Barbie doll of Mattel Inc. The manager told Manning that they were developing 'a milk and cookie' Barbie and whether they could name it 'got milk? Barbie'. Though, by that time got milk?[®] had become a trademark and CMPB were the right holders, Manning convinced the board that they should not charge Mattel anything for the trade mark.

Needless to say, got milk?[®] got a huge publicity from that activity. Since then, got milk?[®] have been co-branded with products such as Quaker Oats, Nestle Quick, Pillsbury Cookie Dough.

Hispanic Marketing of got milk?[®]

California had a fast growing population of the Hispanics⁷ or Latinos in the early nineties and Manning realized that he needed to launch a different advertising campaign to get hold of this population. Thus, in the year 1994, the CMPB entrusted the job of marketing milk to the Hispanics to Anita Santiago of Anita Santiago Advertising. The first barrier faced by CMPB was that of translation of 'got milk?' in Spanish which if translated word to word, meant "are you lactating?" in Spanish. The question was that who should be the target customer? In most Latino families, the mother or grandmother used to buy milk for the family and so there was a question of whether the 'deprivation' theme will be successful or not. Thus, after considering all the issues, Anita Santiago came up with a tagline which had the essence of the family and the need for milk at the same time. In Spanish, the tagline ran as "¿Y Usted? Les Dio Suficiente Leche Hoy?" which means "And You? Did You Give Them Enough Milk Today?" This campaign was aired in the year 1994 in television and outdoor advertisements and was very successful.

Later on the tagline was changed to "Familia Amor Y Leche" which means "Family, Love and Milk" to signify the bondage of love between the family and milk. The Hispanic marketing continued in the coming years and the "got milk?" campaign for the Hispanics in Spanish was run parallel with the campaign in English.

The got milk?[®] Milk Mustache Campaign

With the growing success of the CMPB's 'got milk?' campaign, the Dairy Management Inc.[™] (DMI)[®] approached the CMPB in 1995 to purchase the licensing rights of the “got milk?” tagline for its national milk campaign. However, the CMPB continued its control over the campaign in California. But instead of Goodby, Silverstein & Partners (who were doing the advertising in California), Leo Burnett USA were given the job of the national campaign.

During the same period, another organization was running a national advertising campaign which was becoming very successful. This was the “Milk Mustache” campaign by the National Milk Processors' Education Program (MilkPEP). Bozell Worldwide used to do the advertising for MilkPEP and the tagline was “Milk. What a Surprise”. Influencing the youth to consume more milk was one of the objectives of the 'Milk Mustache' campaign. It featured real life celebrities such as Ron Howard, Griffith Joyner as well as fictional ones such as the Phantom, sporting a mustache made of milk, and with an informative message. In the year 1998, MilkPEP obtained the licensing rights of the “got milk?” slogan from the CMPB and along with DMI they started out a single, coordinated, nationwide campaign. MilkPEP replaced their own slogan with “got milk?”. The combined advertising budget of the campaign was around \$ 180 million. The objectives of the campaign were threefold, a) To break the current myths about milk; b) To make milk acceptable to all age groups; and c) To continue the healthy trend in milk sales.

The Milk Mustache campaign was humorous and at the same time enlightening as it showed youth as well as teenage icons sporting a

mustache made of milk and all the ads had a message about the utility of milk as per that celebrity. The Milk Mustache campaign involved real life celebrities such as Muhammad Ali, Bill Clinton, Britney Spears, Ron Howard and went on to include fictional celebrities such as Garfield, Batman & Superman (to influence the kids) and the likes of the Incredible Hulk. The campaign was very successful in a sense that it won a number of elite awards and lots of spoofs have been made out of the campaign.

gotmilk.com – The Website

Though after the mid 90's people were asking for a got milk?[®] website, Manning himself was not in favor of a website because he thought that it may not help in their mission of selling more milk. He waited until the board had developed got milk?[®] products, which could be sold online. He wanted a suitable payoff from the website because it takes quite a lot of money to built & maintain a website. Thus 'gotmilk.com' came out in the year 1999. The first product promoted through the website was a baby bottle with the 'got milk?'[®] logo. Soon a lot of got milk?[®] products like toys, books, stationary, kids' accessories were being sold through the website apart from information about the got milk?[®] campaign. The products generated about \$1 million revenue yearly, which was not a meager amount for a generic product like milk. Besides products, the website contained news about the got milk?[®] campaigns, games, the history of the got milk?[®] campaign, recent winners of got milk?[®] competitions, etc.

Promotional Activities

got milk?[®] campaign also involved various promotional activities from time to time. One

of the most popular events sponsored by CMPB and produced by ASA Events was the got milk?[®] Gravity Tour, which was first started in the year 1998. It was a BMX, In-line skating & Skateboarding demonstration tour. The tour involved some of the world's top performers in Bicycling, Inline skating & Skateboarding. The event was successful in attracting the attention from media from all over the United States. Besides this, the CMPB started a 'Make your own got milk?[®] ad' contest where the participants had to make a home video of their own got milk?[®] advertisement, in the year 2001. In the same year, there was a poetry contest by the name "got milk? Poetry Slam". The next year witnessed the "Peanut Butter Sandwich Contest", where the winner was the one who came out with the best recipe for a peanut butter sandwich.

The Latino population was also involved through different types of 'got milk?' contests. In 1999, the Spanish teenagers were encouraged to produce their own advertisements of milk and in the year there was a contest for kids to interpret the theme "Familia, Amor Y Leche", in their own way. The adults were also involved through contests like "got leche? Cook-off Contest". The contest was open for men and women across California who needed to prepare a milk-based Latin recipe, or any recipe with a Latin flavor. A panel of judges consisting of the Sacramento Chief of Police, noted food critic Mike Dunne and Jeff Manning himself had sampled the preparations and judged the contestants on different criteria like presentation, taste, teamwork etc. Around the same time MilkPEP was running national Milk Mustache Contests all over the United States.

Partnerships Galore

The partnerships and co-branding continued for got milk?[®] In 2003, McDonalds started using the got milk?[®] Logo in their Happy Meals and More Menu, as milk was offered a part of the items instead of soft drinks. McDonalds had employees with got milk?[®] buttons and the got milk?[®] Logo on menu boards too. Initially, promotions took place at 153 outlets of McDonald's in Sacramento and further involved 770 Southern California outlets over the entire summer.

"The alliance makes a lot of sense for McDonalds and GOT MILK?,"⁹ as per opinion of Andrew Barish, a fast food industry analyst, belonging to Bank of America Securities in San Francisco, and this is supported by the fact that milk sales went up by 14% in San Diego, 15% in Los Angeles and 21% in Sacramento as a result of the campaign. In the year 2004, The Pillsbury Doughboy¹⁰ was featured in one of the got milk?[®] advertisements, and in the same year Oreo cookies added the got milk?[®] logo in their packaging. The ultimate appraisal came in 2005 when Copia exhibited the got milk?[®] history over a period of ten years in their gallery.

Though the focus of got milk?[®] Ad campaigns still banked on the fun element, a good amount of emphasis was now been given to the critical aspect in milk, that is calcium. Calcium prevents diseases like Osteoporosis¹¹ and reduces symptoms of PMS¹². Focusing on the impact of calcium on bones (and so, milk on bones) has helped got milk?[®] to win the awards. The ad "milk to the rescue" focused on PMS in a respectful and light hearted way.

All is Not Well

In spite of all the success stories, the got milk?[®] campaign was not free from its own share of controversies. In the early 2000 farmers charged the CMPB with forcing them to contribute for the expenditure of the got milk?[®] campaign which is over \$ 100 million annually. Actually, when the CMPB was formed it was informed to all the farmers that they had to contribute towards the campaign. However, some farmers felt that the ads did little to support their cause and help sustainable agriculture. Matters even went to court, but thankfully did not do any significant damage to the got milk?[®] image. In 2000 and 2002, People for Ethical Treatment of Animals (PETA), which was the largest animal rights activism group in U.S.A, used the popularity of the 'Got Milk?' campaign and came out with a parody campaign to target the farm and dairy industry. The campaign was titled 'Got Beer?' campaign under which the PETA members were distributing bottle openers and can coolers to the college students. The campaign was to convince people into not drinking milk as it was unhealthy and to make people realize how inhumanly dairy farms are towards cows. The dairy industry instantly refuted the claims made by PETA by saying if a cow was treated well it would provide more and high quality milk and thus mistreating a cow went against the interest of farmers.

The far bigger challenge was regarding the effectiveness of the got milk?[®] campaign. Critiques pointed out that average milk consumption during the period 1978-2005 has always shown a declining trend (Refer to Exhibit 5A and 5B). In fact the average milk consumption per person per annum in U.S.A. between 1978-1992 was 26.56 gallon while in the period between 1993-2005 when the got

milk?[®] campaign was running the average milk consumption per person per annum in US. was 22.96 gallons, clearly indicating a decline in milk consumption. Another interesting aspect was for the period 1978-1992 the average advertisement expenditure per annum on increasing milk consumption and sales in U.S.A was a mere \$14 million, while the average advertisement expenditure per annum between 1993 to 2005 was \$69 million. Thus there were quite a few challenges in front of Manning. He had to convert the declining consumption trend into a positive one. The expenditures on the campaign needed to be justified. There was also a question whether the repositioning campaign would work. All these were creating the possibility of whether the campaign was an advertising success but not a marketing one.

Teaching Note: “got milk?[®]” – Cult Advertising or Failed Expenditure?

Target Audience

The case is suited for discussion in courses such as Marketing Management and Integrated Marketing Communications in a Post Graduate Program in Business Management (MBA). It could also be taken up to teach/discuss Advertising Strategy and Marketing Communications in an Executive Education Program/MDP.

Learning Objectives

The case is structured in a manner so that the following learning objectives are fulfilled:

- ✧ Understanding how to create product specific advertising appeals based on marketing research.
- ✧ Understanding the role of communications

objective and how they change/evolve over time.

- ✍ Application of the communication models in practice.
- ✍ Realizing the role of support media and other tools such as co-branding in communication mix in creating synergy in the communication strategy.
- ✍ Synchronizing between Integrated Marketing Communication elements

Teaching Approach and Session Plan

Other than the standard method of case discussion facilitated by the faculty, the case can be handled in the class in two more ways:

- i. Case Discussion in Groups.
- ii. Role playing.

In both cases students will be given the case in advance and will be supposed to come prepared in the class.

i. Case Discussion in Groups: In this approach the moderator should divide the class into groups with 3-5 members depending on the batch strength. The groups will be given some time to gather their thoughts and will be asked to give verbal presentations of the case which would include:

- ✍ The Key issue/s.
- ✍ The Subsequent issues.
- ✍ The Learning from the Case.

Their own suggestions about solutions of the key issues.

In this particular case, ideally the students should do the analysis in two levels.

a. Overall Level: Where the students would analyze the communication campaign of got milk? including all the tools such as advertising, support media, event

sponsorships sale promotion and the like.

b. Analytical Level: From the case, the students are expected to realize that advertising effectiveness could be measured using raw data. Thus at this level, the students are required to analyze data given in Exhibit 5 and suggests options and analytical recommendations.

ii. Role Playing: In the second method, the moderator would take some 15 students of the class and form 3 groups consisting of five students in each group. Each of the groups would consist of the five employees mentioned in the case. The groups would interact among themselves (not with the other groups) and decide on the future communication plan for got milk?. The role-playing activity would be iterated for some rounds. Then the facilitator/instructor would collect the summary from each groups and discuss them with the class. This method can be particularly useful in Executive Education Programs.

Session Plan

i. Case Discussion:

- 0-5 mins Brief Introduction
- 5-20 mins Gathering of Ideas
- 20-75mins Presentation by the group representative
- 75-90mins Gathering of relevant information & conclusion

ii. Role Playing:

- 0-10 mins Introduction and Idea about Role Playing
- 10-15 mins Group formation & general discussion
- 15-60 mins Role playing Session
- 60-75 mins Feedback from rest of the Class and new ideas (if there are any)

75-90 mins Wrap up & conclusion

Discussion Questions

The moderator can initiate a discussion by asking any/all of the following questions:

1. What was the basic difference between marketing milk and marketing a standard beverage product?
2. What was the major objective of creating a TVC for got milk?[®] at its early stage?
3. Do you think using the deprivation appeal was the right decision? If yes/no, Why?
4. How has co-branding helped got milk?[®] in developing as a brand?
5. How far do you think event sponsorships help a brand? What are the key features which got milk?[®] should keep in mind while considering sponsoring the IFA football tournament?
6. How far are celebrity endorsements important for a brand?
7. What would you have done had you been in place of Manning?

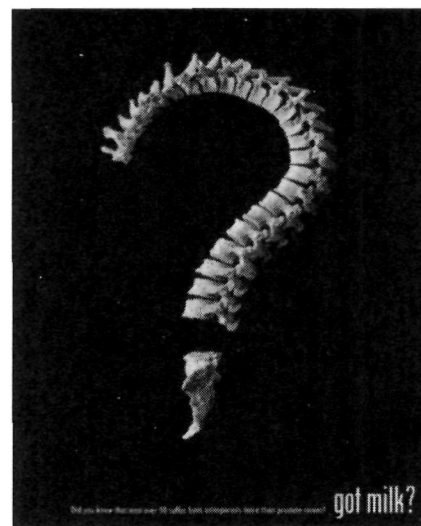
Assignment Questions

The following questions can be given to the students as an assignment. Each student is supposed to answer the question in detail and submit them to the concerned faculty for evaluation.

1. Use a communication response model to illustrate how got milk?[®] has communicated to its target audience. Discuss whether the consumers passed through all the stages of the model with reference to the case.
2. Discuss how the advertising appeals of got milk?[®] have changed over time.

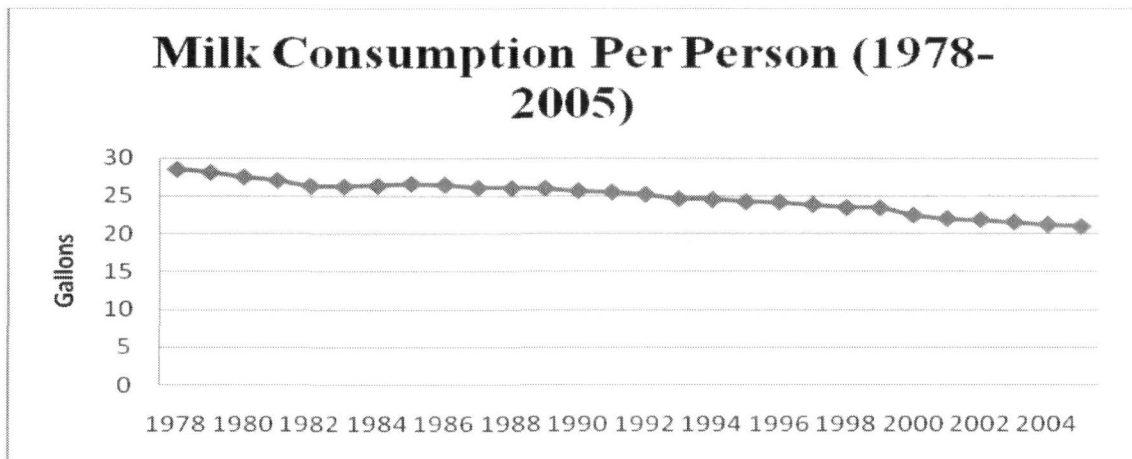
3. If we consider the campaigns of got milk?[®] post 2000 as integrated marketing communication campaigns, how have the brand made use of the full repertoire of communication tools? Elaborate using examples from the case.
4. Based on Exhibit 5, comment on the success of the campaign and its future.

Exhibit 1. The Got Milk 'Bones Campaign'



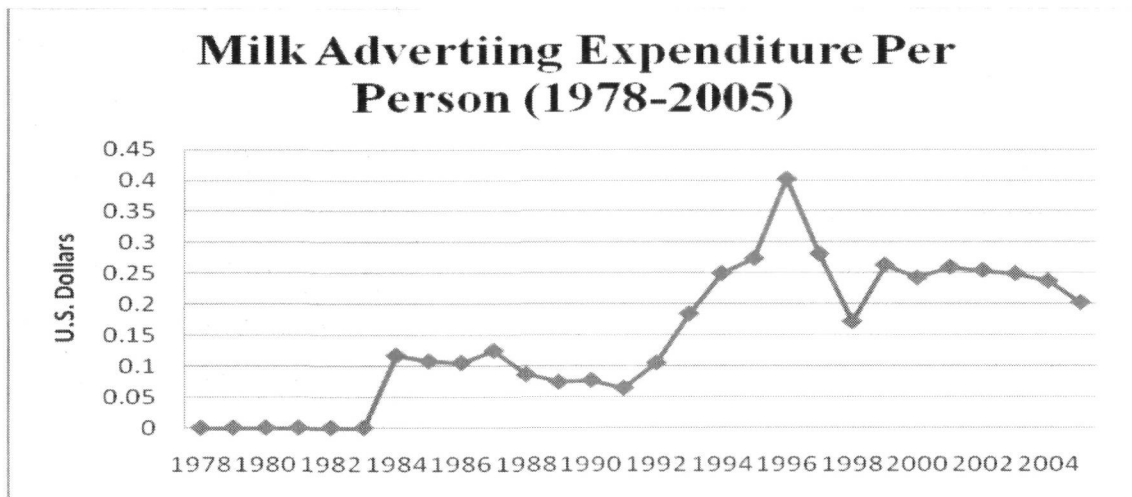
Source: www.magazine.org

Exhibit 2



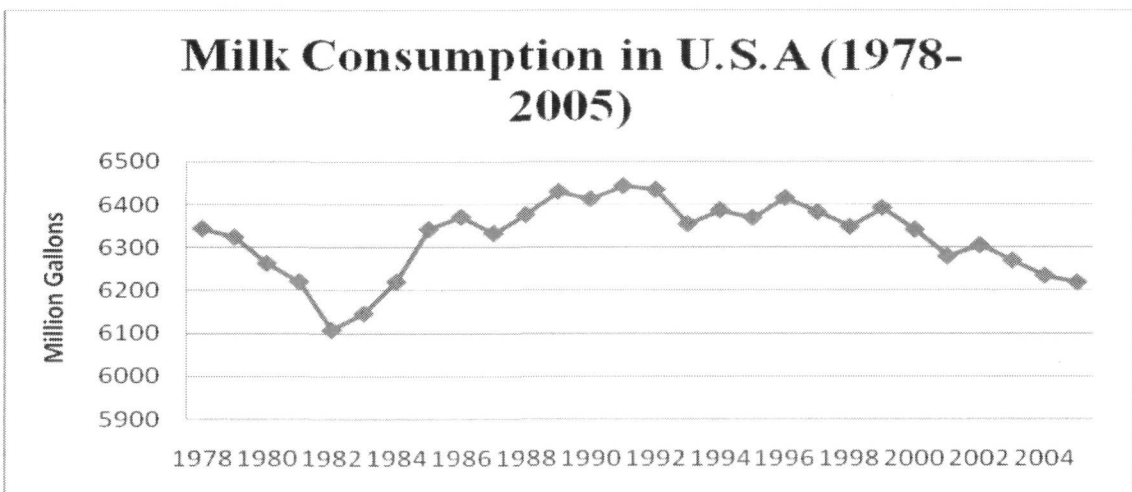
Source: Created by authors from information procon.org

Exhibit 3



Source: Created by authors from information procon.org

Exhibit 4



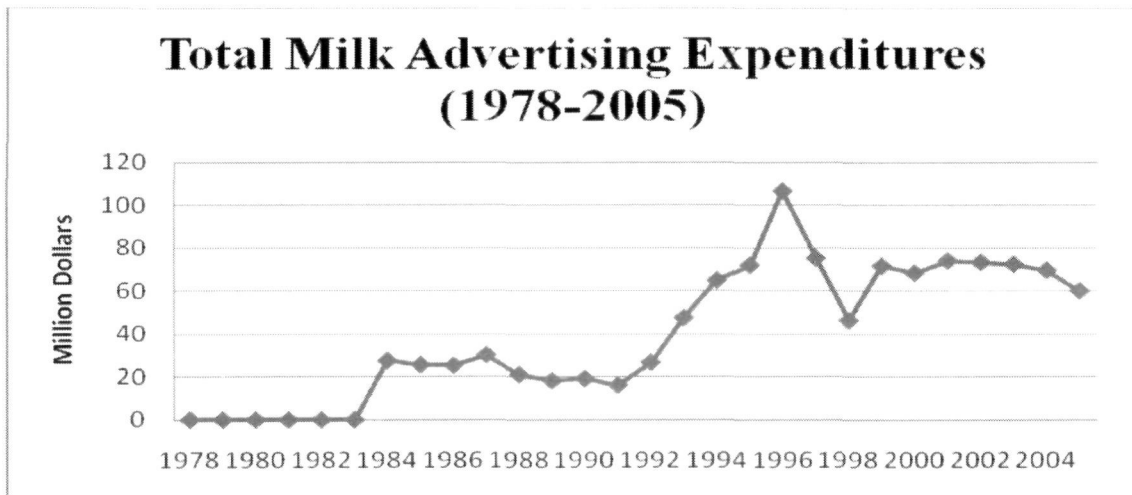
Source: Created by authors from information procon.org

Exhibit 5A. Milk Consumption and Advertising Expenditure Details

Year	Total Milk Consumption (million gallons)	Total Milk Advertising Expenditures (million dollars)	U.S. Population (million persons)	Milk Consumption Per Person (Gallons)	Milk Advertising Expenditure Per Person (\$)
1978	6343.329	0	222.095	28.56133	0
1979	6323.785	0	224.567	28.1599	0
1980	6262.756	0	227.225	27.56191	0
1981	6220.08	0	229.466	27.10676	0
1982	6107.682	0	231.664	26.3644	0
1983	6146.269	0	233.792	26.28948	0
1984	6220.246	27.554	235.825	26.37653	0.116841
1985	6341.924	25.659	237.924	26.65525	0.107845
1986	6370.312	25.282	240.133	26.52827	0.105283
1987	6332.586	30.196	242.289	26.1365	0.124628
1988	6375.139	21.03	244.499	26.07429	0.086013
1989	6429.445	18.156	246.819	26.04923	0.07356
1990	6411.811	19.132	249.4	25.70895	0.076712
1991	6442.144	16.116	252.124	25.55149	0.063921
1992	6433.335	26.726	255.002	25.22857	0.104807
1993	6353.526	47.422	257.752	24.64976	0.183983
1994	6385.686	64.857	260.292	24.53278	0.24917
1995	6368.434	71.846	262.761	24.2366	0.273427
1996	6414.565	106.522	265.179	24.18957	0.401698
1997	6380.948	75.14	267.636	23.84189	0.280754
1998	6347.551	46.289	270.249	23.48779	0.171283
1999	6391.195	71.607	272.691	23.4375	0.262594
2000	6340.52	68.287	282.225	22.46619	0.241959
2001	6278.394	73.943	285.318	22.0049	0.25916
2002	6304.118	73.275	288.369	21.86129	0.254102
2003	6268.881	72.322	290.81	21.55662	0.248692
2004	6233.747	69.508	293.657	21.22799	0.236698
2005	6218.332	59.949	296.411	20.97875	0.20225

Source: Created by authors from information procon.org

Exhibit 5B



Source: Created by authors from information procon.org

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Endnotes

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²Copia is a non-profit cultural center and museum whose mission is to investigate and celebrate the culture of the collective table through wine, food and the arts.

³The MPA/Kelly Awards were established in 1982 by the Magazine Publishers of America (MPA). The Kelly Awards recognize and reward outstanding magazine advertisements. Each year, a panel of judges consisting of America's top creative directors

and leading advertising and marketing talent selects twenty-five finalists from a list of entries submitted by Advertising Agencies. The winners are then selected from these finalists and the best Advertisement is awarded the \$100,000 Grand Kelly.

⁴Absolut Vodka was introduced in Sweden by Lars Olsson Smith in 1879, under a different name. It entered the U.S market 1979, and went on to become a huge success. The Absolut Vodka advertisements, which used to be contemporary and very attractive, were the chief reason behind the success. The ads still remain as one of the best long running advertising campaigns.

⁵The CLIO Awards (named after the Greek Muse Clio) was started in 1959. It is awarded for excellence advertising and designing. Presently the Parent Body of CLIO is the Dutch firm VNU (Verenigde Nederlandse Uitgeversbedrijven) which means "United Dutch Publishing Companies" when translated into English. The current Award categories include TV, Print, Outdoor, Radio, among others.

⁶The EFFIE Awards was introduced by The New York American Marketing Association in 1968. The EFFIE Awards are given to appreciate creative achievement in advertising. The EFFIES honor "real world" work of an advertising agency/client partnership which intends to create, manage and build brands that try to create a niche of their own.

⁷The term Hispanic, is generally used in the United States for a specific category of native and naturalized U.S. citizens, whose either hail from Spain, or Spanish-speaking countries of Latin America or who are the original settlers of the Southwestern United States, originally inhabited by the Spanish speaking settlers.

⁸Dairy Management Inc.TM (DMI) was created in the year 1995 by the National Dairy Promotion and Research Board (NDB) and the United Dairy Industry Association (UDIA) in the U.S.A to promote the sales and consumption of milk and help the dairy farmers and milk producers.

⁹"Got Milk? McDonald's Pilot Promotion Sees Big Jump In Milk Sales", *Agriview Online*, October 3, 2003 Vol. 67 Number 19.

¹⁰The Pillsbury Doughboy is the trademark of the Pillsbury range of products like cake mixes. Created in 1965 by advertising agency Leo Burnett, it still remains very popular among the consumers.

¹¹Osteoporosis, or porous bone,(as it means) is a disease which is characterized by low bone mass and structural deterioration of the bone tissue, which leads to fragility of bones and an increased susceptibility to fractures of the pelvic region, backbone, and wrist. Both men and women may suffer from osteoporosis, which, however, is a disease that can be prevented if treated on time.

¹²Pre-Menstrual Syndrome or PMS is a set of symptoms which are related to the menstrual cycle of the female. PMS symptoms generally occur in the week or two weeks before the periods. PMS may interfere with the day to day activities of a woman at home, school, or work.

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